



Weld County Department of Public Health and Environment



2021-2023 STRATEGIC PLANNING REPORT

PREPARED BY



LOLINA

Where health makes progress.



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DIRECTOR'S LETTER

I am pleased to share with all of you the Weld County Department of Public Health and Environment's newly developed 2021-2023 Strategic Plan. Over the last several months, with input from elected officials, all employees, and a group of 22 Strategic Plan Ambassadors from all Divisions, we have worked collaboratively on this plan. The plan as developed places an emphasis on program evaluation, Department performance, and continuous quality improvement. The plan also ensures public health services are in alignment with the Department's mission and vision statements and with the larger County direction.

VISION: Everyone in Weld County has the opportunity to live their healthiest lives.

MISSION: We serve Weld County by cultivating partnerships to promote public health and environmental quality through the delivery of relevant, innovative, and cost-effective services.

Equally important is the alignment of all our planning documents under the strategic plan umbrella. This alignment provides a structure that clearly keeps the most important elements of public health services in plain sight in an effort to improve the health of people in all our communities.

Moving forward, this plan will certainly allow us the opportunity to remove duplication of services in the community and identify where public health efforts should be focused. It will also guide our efforts in the development and delivery of quality public health services.

Sincerely,

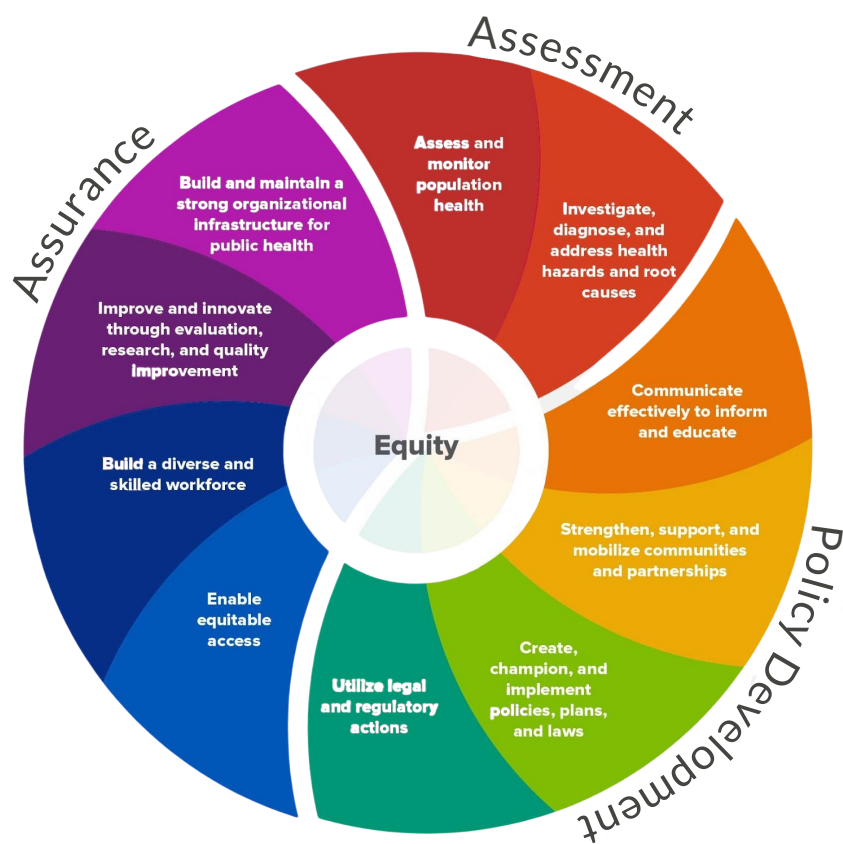
Mark A. Lawley
Executive Director
Weld County Department of
Public Health and Environment

DIRECTOR'S
LETTER

DEPARTMENT DESCRIPTION

The goal of local public health departments is to safeguard the health of the public and to improve the health status of communities. Weld County Department of Public Health and Environment (WCDPHE) serves Weld County as the official local public health department with the responsibility of protecting and improving the well-being of the Weld County community by preventing disease, illness, and injury, and impacting social and economic factors fundamental to excellent health.

WCDPHE is accredited by the Public Health Accreditation Board (PHAB), meaning WCDPHE demonstrates a consistent and continued commitment to the highest standards of public health practice and strengthening community partnerships. PHAB's accreditation also ensures an ongoing commitment to quality improvement, performance management, accountability, transparency, and the capacity to deliver the Ten Essential Public Health Services.



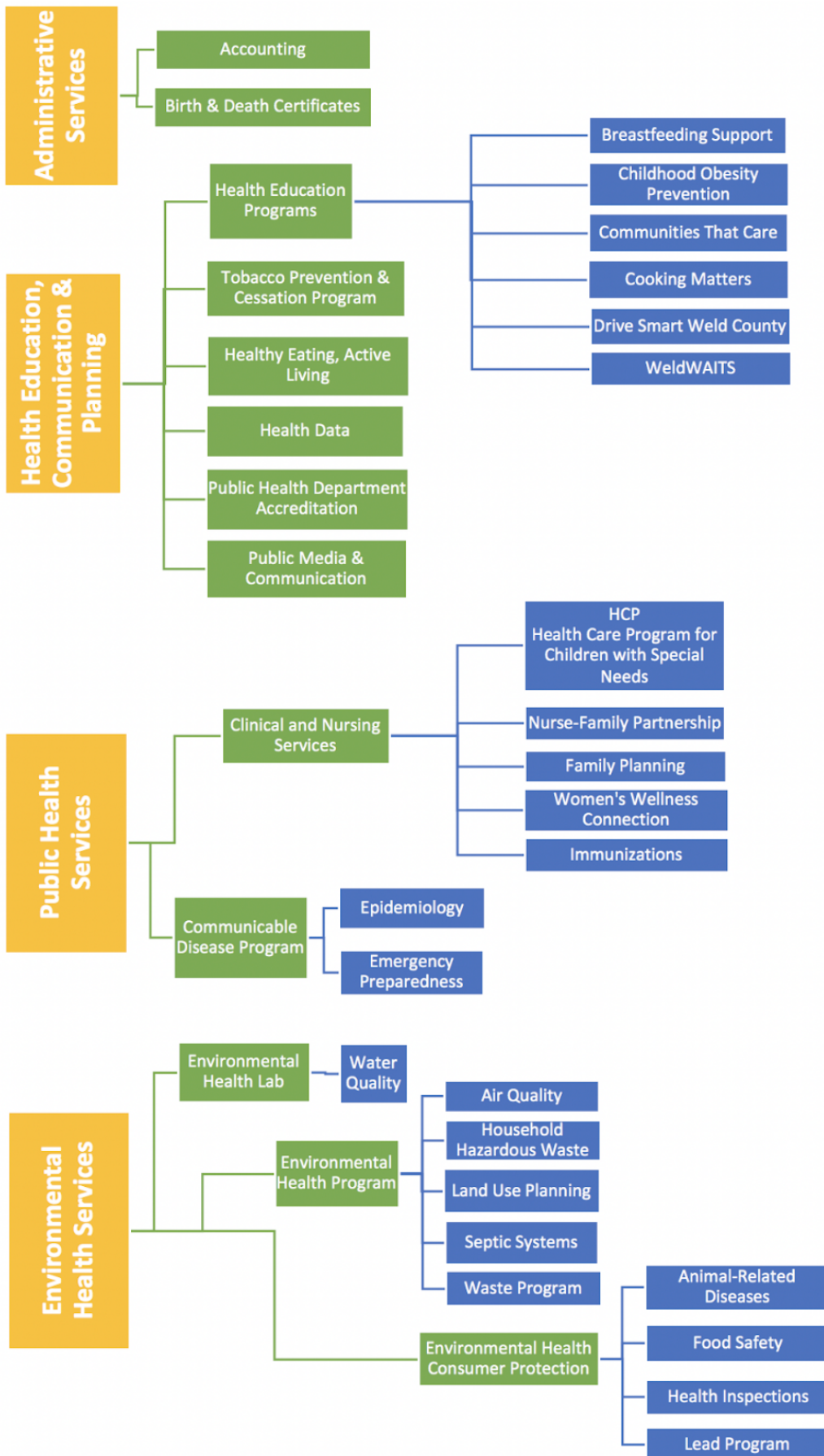
WELD COUNTY POPULATION SERVED*:

- Youthful: Median age is 34.6 vs 36.9 for CO
- Fast growing: In 2019, 3.1% increase in population vs 1.1% for CO
- Predominantly white (92% vs 87% in CO) and Hispanic (30% vs 22% in CO)
- 35% of the County's population lives in Greeley
- 40% fall below the annual cost for basic necessities for a family of 4 (\$65,000)

*Weld County: Summary of the Status of Health and Education", Omni Institute, 6/20

DEPARTMENT PROGRAMS

WCDPHE has over 100 current employees serving Weld County in 4 programmatic Divisions.
The following is a visual representation of the Department's programs and services.



WCDPHE PROGRAMS

VISION:

EVERYONE IN WELD COUNTY
HAS THE OPPORTUNITY TO LIVE
THEIR HEALTHIEST LIVES.

MISSION:

WE SERVE WELD COUNTY BY CULTIVATING
PARTNERSHIPS TO PROMOTE PUBLIC HEALTH
AND ENVIRONMENTAL QUALITY THROUGH
THE DELIVERY OF RELEVANT, INNOVATIVE,
AND COST-EFFECTIVE SERVICES.

VALUES:

SERVICE
PREVENTION

INTEGRITY
REFLECTIVE



VISION, MISSION, VALUES

**AUG
2020**

**RESEARCH AND PROCESS PLANNING
1:1 INTRODUCTORY INTERVIEWS
WITH 22 STRATEGIC PLANNING AMBASSADORS**

**SEPT
2020**

**AMBASSADOR KICK-OFF RETREAT & TEAM STRENGTHS WORKSHOP
WCDPHE STRATEGIC PLANNING KICK-OFF ZOOM
BOCC AND BOH WORK SESSIONS
STRATEGIC PLANNING SURVEY
AMBASSADOR STRATEGIC PLANNING RETREAT**

**OCT
2020**

**BOARD OF COUNTY COMMISSIONERS PRESENTATION
NEW VISION AND MISSION APPROVED
DRAFT STRATEGIC PLAN DEVELOPED**

**NOV
2020**

**FINAL AMBASSADOR STRATEGIC PLANNING RETREAT
FINAL STRATEGIC PLAN APPROVED
STRATEGIC ACTION PLAN DEVELOPED
DRAFT STRATEGIC PLANNING REPORT**

**DEC
2020**

FINALIZE STRATEGIC PLANNING REPORT

2021-2023 STRATEGIC PLAN UMBRELLA

The vision of the WCDPHE strategic planning process was designed at the outset by leadership to be intentionally inclusive and transparent throughout. In the midst of COVID-19, the workforce was exhausted and overwhelmed in meeting the rapidly changing needs of the Weld County community.

The facilitated strategic planning approach was intended to be a collaborative, strengths-based process which kicked off with the question, “In 3 years, how will you know this strategic plan has been successful...what will be different about WCDPHE?” in one-on-one interviews with 22 “strategic plan ambassadors” including Division Heads and staff at various levels of the Department from all Divisions.



OVERVIEW

STRATEGIC PLANNING PROCESS

AT TASK IN THE WCDPHE STRATEGIC PLANNING
PROCESS WAS DEVELOPING THE FOLLOWING:

VISION: IDENTIFIES A COMPELLING
FUTURE WHERE WCDPHE WANTS TO GO.

MISSION: IDENTIFIES WHO WCDPHE IS
AND HOW WE WANT TO DO OUR WORK.

CORE VALUES: IDENTIFIES THE EXPECTATIONS
OF HOW WCDPHE WILL WORK TOGETHER.

GOALS: IDENTIFIES WHAT WCDPHE WILL DO IN THE NEXT
THREE YEARS TO FORWARD OUR VISION AND MISSION.

STRATEGIC ACTION PLAN: DESCRIBES DETAILS
OF SMART OBJECTIVES, STRATEGIES, ACTIVITIES,
RESOURCES, AND TIMELINESS.

PHAB RE-ACCREDITATION: ENSURES REQUIRED ELEMENTS
OF RE- ACCREDITATION ARE INTEGRATED INTO THE
STRATEGIC PLAN (*THESE ELEMENTS ARE HIGHLIGHTED
IN THE 2021-2023 WCDPHE STRATEGIC PLAN)

- A. COMMUNITY HEALTH ASSESSMENT
- B. COMMUNITY HEALTH IMPROVEMENT PLAN
- C. WORKFORCE DEVELOPMENT PLAN
- D. PERFORMANCE MANAGEMENT SYSTEM
- E. QUALITY IMPROVEMENT PLAN

OVERVIEW

ALL-STAFF SURVEY QUESTION:

IN ORDER FOR WCDPHE TO MOST EFFECTIVELY IMPROVE THE HEALTH OF THE WELD COUNTY COMMUNITY, WHAT DO YOU BELIEVE ARE THE THREE MOST IMPORTANT ACTIONS WE SHOULD TAKE IN THE NEXT THREE YEARS?

Advance positive internal work culture and employee engagement

Invest in team development and inter-programmatic collaboration

Expand internal leadership capabilities

Ensure effective delivery of public health programs to the community through strategic evaluation and continuous quality improvement

Prioritize primary prevention and interventions directed to disproportionate health impacts in the community

Ensure collaborative and responsive presence in the Weld County community

Advocate to improve health care and behavioral health access in Weld County

SURVEY

WCDPHE 2021-2023 STRATEGIC PLAN

GOAL 1

Achieve organizational excellence through an engaged, connected, and skilled workforce

PERFORMANCE MANAGEMENT SYSTEM

Objective A: Improve employee engagement

Objective B: Ensure core competencies for public health professionals are met through the implementation of the **WORKFORCE DEVELOPMENT PLAN**

Objective C: Improve internal collaboration and navigation

Objective D: Develop a culture of effective communication and transparency

GOAL 2

Cultivate a culture of continuous quality improvement to advance excellence in business practices, programs, and services

Objective A: Refine and operationalize the **QUALITY IMPROVEMENT PLAN**

Objective B: Improve the efficiency and effectiveness of WCDPHE programs and services

GOAL 3

Foster engagement in community partnerships to achieve optimal public health outcomes

Objective A: Invest in and prioritize meaningful community engagement

Objective B: Provide community education and outreach

Objective C: Partner to implement **COMMUNITY HEALTH ASSESSMENT/ COMMUNITY HEALTH IMPROVEMENT PLAN**



GOAL 1: ACHIEVE ORGANIZATIONAL EXCELLENCE THROUGH AN ENGAGED, CONNECTED, AND SKILLED WORKFORCE

OBJECTIVE 1A: IMPROVE EMPLOYEE ENGAGEMENT

Strategy 1Ai: Assess the employee engagement of the current workforce and develop an Employee Engagement Plan that assesses and reduces barriers to engagement and professional development.

Strategy 1Aii: Evaluate and improve recruitment and retention of WCDPHE workforce.

Strategy 1Aiii: Ensure adequate opportunities and support for professional development and engagement (cultural humility, strengths, etc.).

OBJECTIVE 1B: ENSURE CORE COMPETENCIES FOR PUBLIC HEALTH PROFESSIONALS ARE MET THROUGH THE IMPLEMENTATION OF WORKFORCE DEVELOPMENT PLAN

Strategy 1Bi: Convene a Workforce Development Team to evaluate the 2020 Workforce Development Assessment and develop a WCDPHE Workforce Development Plan.

Strategy 1Bii: Implement Workforce Development Plan to ensure training and education needs are targeted based on gaps.

Strategy 1Biii: Communicate with and engage employees on the Workforce Development Plan implementation.

OBJECTIVE 1C: IMPROVE INTERNAL COLLABORATION AND NAVIGATION

Strategy 1Ci: Assess and improve existing internal inter-programmatic collaboration.

Strategy 1Cii: Identify and implement new internal opportunities for inter-programmatic collaboration.

OBJECTIVE 1D: DEVELOP A CULTURE OF EFFECTIVE COMMUNICATION AND TRANSPARENCY

Strategy 1Di: Assess baseline communication effectiveness.

Strategy 1Dii: Implement interventions to improve communication quality and consistency.



GOAL 2: CULTIVATE A CULTURE OF CONTINUOUS QUALITY IMPROVEMENT TO ADVANCE EXCELLENCE IN BUSINESS PRACTICES, PROGRAMS AND SERVICES

OBJECTIVE 2A: REFINE AND OPERATIONALIZE THE QUALITY IMPROVEMENT PLAN

Strategy 2Ai: Develop and implement a QI Workgroup to guide QI initiatives.

Strategy 2Aii: Institutionalize quality improvement as a core expectation in all WCDPHE work.

OBJECTIVE 2B: IMPROVE THE EFFICIENCY AND EFFECTIVENESS OF WCPHE PROGRAMS AND SERVICES

Strategy 2Bi: Assess and evaluate current programs and services at WCDPHE.

Strategy 2Bii: Evaluate and refine WCDPHE policies, processes, and procedures.

Strategy 2Biii: Evaluate annual lab, IT, and facilities needs to ensure resource allocation.

Strategy 2Biv: Develop and implement Division QI Workplans (Administrative Services; Environmental Health; Health Education, Communication, Planning; and Public Health Services)



GOAL 3: FOSTER ENGAGEMENT IN COMMUNITY PARTNERSHIPS TO ACHIEVE OPTIMAL PUBLIC HEALTH OUTCOMES

OBJECTIVE 3A: INVEST IN AND PRIORITIZE MEANINGFUL COMMUNITY ENGAGEMENT

Strategy 3Ai: Assess community partnerships, referrals, and services.

Strategy 3Aii: Invest in developing and maintaining effective relationships with community partners.

Strategy 3Aiii: Evaluate and improve public relations.

OBJECTIVE 3B: PROVIDE COMMUNITY EDUCATION AND OUTREACH

Strategy 3Bi: Ensure marketing/communications materials promoting WCDPHE programs and services are current and relevant.

Strategy 3Bii: Participate in community events to share information and provide services, where appropriate.

Strategy 3Biii: Utilize technology and social media for effective WCDPHE information sharing.

OBJECTIVE 3C: PARTNER TO IMPLEMENT COMMUNITY HEALTH ASSESSMENT/COMMUNITY HEALTH IMPROVEMENT PLAN

Strategy 3Ci: Participate in the development and implementation of the Community Health Improvement Plan.

Strategy 3Cii: Assess needs and capacity of partnering organizations and ensure role clarity in what priorities WCDPHE leads, participates, or defers to community partners.

Strategy 3Ciii: Ensure intentional focus on diverse groups across Weld County.

STRENGTHS-BASED STRATEGIC PLANNING AND STRATEGIC DOING:

As a Gallup Certified Strengths Coach, the facilitator started the first Strategic Plan Kick-Off Retreat on September 4, 2020, with a Clifton Strengths Workshop, orienting the Strategic Plan Ambassadors to the Strengths framework to expand awareness of individual and collective team strengths.

Plotting the individual Clifton Strengths results on a Strategic Plan Ambassadors Team Strengths Map illuminated the top TEAM strengths of:

RESPONSIBILITY
LEARNER
ACHIEVER
RELATOR
DEVELOPER

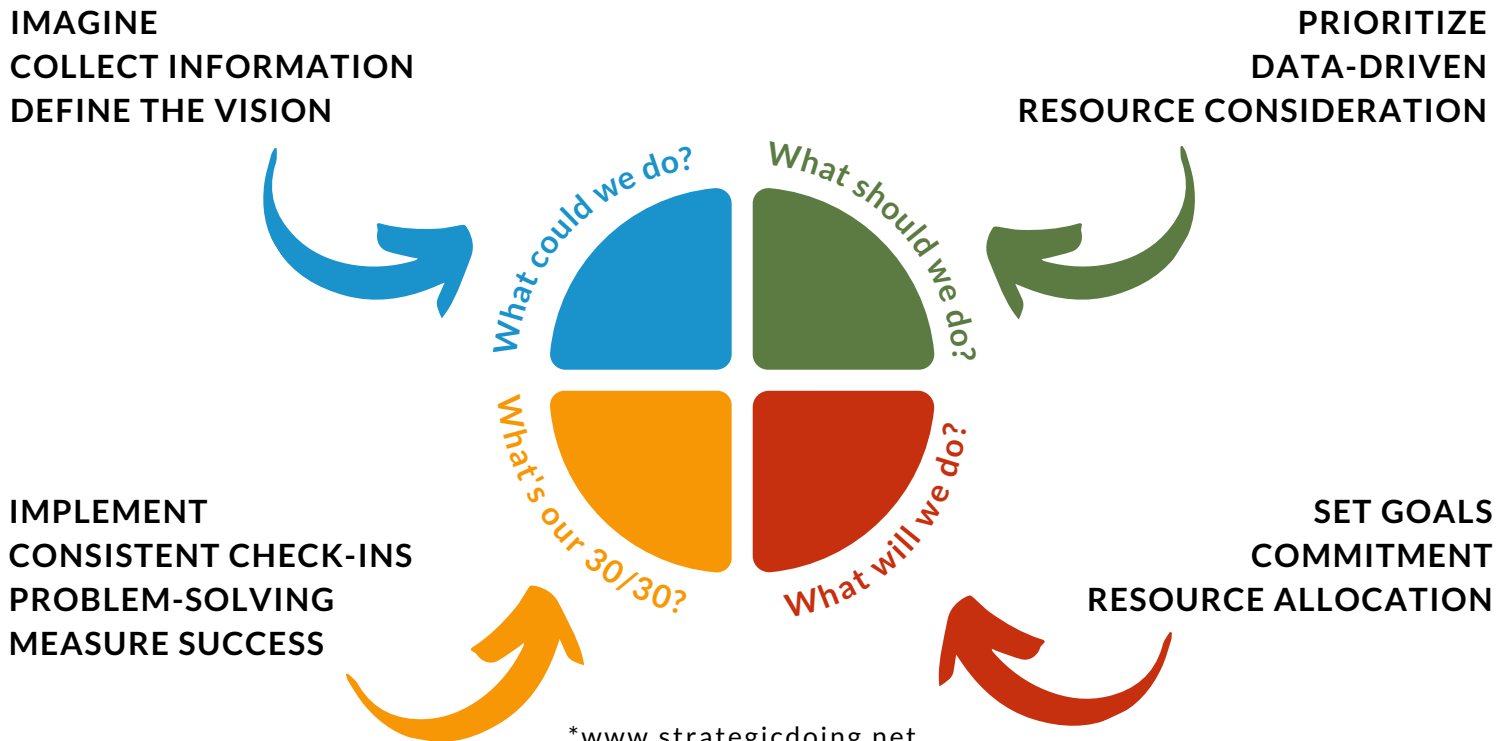
These team strengths, as well as each individuals' strengths, offered a foundational reference point throughout the planning process to lean into a strengths-based approach to planning. Strengths-based, collaborative strategic planning is about positive, creative, future-oriented inquiry.

It leverages the assets and best-practices of an organization and strengths of a team to build a strategic plan that is more likely to be successfully implemented because there is greater collective buy-in, more innovative problem-solving, and shared accountability to the process and outcomes.

STRATEGIC DOING FRAMEWORK

Paired with the Strengths Workshop, the Strategic Plan Ambassadors were trained on Strategic Doing as a framework for planning, collaborating, and implementing the 2021-2023 WCDPHE Strategic Plan.

STRATEGIC DOING CYCLE*



This information was the foundation for the development of the new vision and mission and strategic plan goals and objectives.



ACTION AND ACCOUNTABILITY

To ensure successful implementation of the 2021-2023 Strategic Plan, a Strategic Implementation Team (SIT) structure will be established, with one SIT per Strategic Plan Goal. Each SIT will be comprised of a Division Head and approximately 4-6 employees representing multiple Divisions and at multiple levels of staffing, including front-line support staff and client services, as well as middle-level supervisors and managers. Each SIT will receive orientation to the strategic planning process and the Strategic Plan, including goals and objectives.

The work of each SIT is to research, make recommendations, and implement activities to achieve the goals and objectives within the current Strategic Plan's timeframe. Each SIT will meet monthly in Year 1 to ensure adequate progress, develop the next strategies, problem-solve barriers to progress, and engage additional support where needed. The Division Heads serve as the link to the Leadership Team and the decision-making chain of command to ensure timely and efficient implementation of strategies, as well as potential alignment of strategies across SITs.

Expectations of the SITs are to develop and implement strategies and activities, communicate among SITs to coordinate implementation efforts, and to hold one another accountable to action and outcomes. Where there are pre-existing workgroups responsible for specific elements of the Strategic Plan, those workgroups will remain in place, and will ensure no duplication of efforts in the SITs.

IMPLEMENTATION ACCOUNTABILITY STRUCTURE

WCDPHE 2021-2023 STRATEGIC PLAN LEADERSHIP TEAM OVERSIGHT

GOAL 1

**ACHIEVE ORGANIZATIONAL EXCELLENCE
THROUGH AN ENGAGED, CONNECTED,
AND SKILLED WORKFORCE**

**STRATEGIC
IMPLEMENTATION
TEAM 1**

**WORKFORCE
DEVELOPMENT PLAN**

GOAL 2

**CULTIVATE A CULTURE OF CONTINUOUS QUALITY
IMPROVEMENT TO ADVANCE EXCELLENCE IN
BUSINESS PRACTICES, PROGRAMS, AND SERVICES**

**STRATEGIC
IMPLEMENTATION
TEAM 2**

**QUALITY
IMPROVEMENT PLAN**

GOAL 3

**FOSTER ENGAGEMENT IN COMMUNITY
PARTNERSHIPS TO ACHIEVE OPTIMAL PUBLIC
HEALTH OUTCOMES**

**STRATEGIC
IMPLEMENTATION
TEAM 3**

**CHA
CHIP**



WCDPHE Strategic Planning Process

facilitated by:

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